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| **Pre-Work** | **Module 1** | | **Action Required Between Modules** | **Module 2** | | **Action Required Between Modules** | **Module 3** | | **Action Required Between Modules** | **Module 4** | | **Action Required Between Modules** | **Module 5** |
| 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 |
| **Day 1 Overview** | **Day 2 Overview** | **Day 3 Overview** | **Day 4 Overview** | **Day 5 Overview** | **Day 6 Overview** | **Day 7 Overview** | **Day 8 Overview** | **Day 9 Overview** |
| **Completion and Return of Forms x 3:**  **Participants Form; Pre-Course Reflection (Learner); Pre-Course Reflection (Manager)** | Welcome & Introductions to the Programme  Exploration of Values & the Impact of Behaviour in the Workplace  Understanding Management & Leadership  Summary & Reflections | Developing a Coaching Style of Management  Summary & Reflections | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)  Complete the following Questionnaires:   * MBTI * Conflict Styles * Learning Styles (H&M) | Developing Healthy Working Relationships through recognising, appreciating & understanding difference  Understanding Others to Achieve Effective Communication  Understanding the Changing Workplace  Summary & Reflections | Developing Effective Working Relationships through:  Creating a Feedback Rich Environment  Managing Conflict & Tricky Issues  Holding Effective 1-2-1s, Team Meetings & PADRs  Summary & Reflections | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)  Complete the following Questionnaires   * Leadership Style * Learning Styles (VAK) | Resilience and Coping With Change  Keeping People Well at Work  Summary & Reflections | Introduction to Effective Workforce Planning  Our Journey to Wisdom -  Understanding Data  Problem Solving & Decision Making for Quality Improvement  Summary & Reflections | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)  Familiarise yourself with the IMTP | Let’s Talk About the Money – The Manager’s Role in Using Resources Responsibly  Listening to Learn: Learning from Events and Each Other  Planning for Performance  Summary & Reflections | Building an Effective Team and Working Across Boundaries  Expectations & Preparations for Module 5  Summary & Reflections | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)  Preparation for your presentation, | Sharing Our Journey  A Series of Presentations: “Our Management and Leadership Learning Journey” including Guest Speakers\*  (\**Please note that guest Speakers will not be present for the Learner presentations*)  Planning Next Steps  Summary, Reflections & Action Plans |
| **Themes underpinning the programme: Patient, Donor & Colleague Experience; Equality, Diversity & Inclusion; Welsh Language & Culture; Health & Wellbeing; Values & Behaviours** | | | | | | | | | | | | |

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| **Additional Learning to be Completed within 12 months of starting programme** | | |
| **ELearning** | **Workshops** | **Other** |
| * Managing Attendance At Work * Bronze IQT * All Statutory and Mandatory learning to be in compliance | * Managing People Effectively * Recruitment and Selection * Introduction to TRAC * Using ESR Effectively | * Regular 1-2-1s with Your Manager * Completing Your Own PADR & PADRs of Your Team * Embedding effective 1-2-1s, Team Meetings * Continuous review of your Personal Development Plan * Further evaluation 6 months following completion of programme |